



**UNIVERSITY
GRANTS COMMISSION
SRI LANKA**

STRATEGIC PLAN 2025-2029

STRATEGIC PLAN

2025 - 2029



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பல்கலைக்கழக மானியங்கள் ஆணைக்குழு - இலங்கை
UNIVERSITY GRANTS COMMISSION - SRI LANKA

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***The purpose of education
is to turn mirrors into windows.***

- Sydney J. Harris

Although it's easy to look in on what's happening inside our own bubble, gaining an education helps to shift our perspectives to what's happening beyond. With a window to the world, we're in a better position to see and solve the problems around us.

”

This powerful metaphor highlights the transformational role of education — moving individuals beyond self-reflection and personal concerns (the mirror) toward broader awareness and understanding of the world (the window). While it is easy to remain confined within our own experiences, true education challenges us to look outward, engage with diverse perspectives, and become agents of positive change. In Sri Lanka, the University Grants Commission (UGC) plays a crucial role in this transformation. As the apex body for university education, the UGC ensures the quality,

accessibility, and relevance of higher education across the country. By setting academic standards, allocating resources, and promoting research and innovation, the UGC helps cultivate graduates who are not only academically competent but also socially conscious and globally aware. Through its efforts, education in Sri Lanka becomes a window through which students can view, understand, and contribute to solving both national and global challenges — embodying the very essence of the above statement.

MESSAGE FROM
THE CHAIRMAN
UNIVERSITY GRANTS COMMISSION



I am proud to present the Strategic Plan 2025 – 2029 of the University Grants Commission of Sri Lanka. Prepared in par with the current demands of education, operational resources, and sustainable solutions in an increasingly-changing world, I am confident that for the next five years, the UGC will be agile and flexible to address the new challenges in higher education system in Sri Lanka. This belief is further strengthened with the stability of our founding values, and the quality and commitment of our staff.

In a rapidly changing environment, the goal of higher education is producing competent graduates who can excel in any global environment while paying attention to inclusivity, equality, and equity among all nationalities and ethnicities. With increasingly fast-developing technologies and societal norms, it is necessary to equip and strengthen the UGC to capitalize emerging higher educational opportunities.

In this instance, I also take this opportunity to thank all our stakeholders for their continuous support and effective input in various aspects of this publication, and I sincerely hope that all of you will continue providing support and input in implementing this new Strategic Plan, and comment on necessary improvements if and when necessary. With seven precise and specific goals set, the path forward of the UGC is clear and direct, and it only remains to achieve the specific objectives within each goal.

Together, we will work to achieve these goals overcoming any challenges, with the dedication, and the teamwork of the UGC staff, while upholding the four core values of the UGC: Integrity, Respect, Commitment, and Loyalty.

Senior Prof. Kapila Seneviratne

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ABBREVIATIONS

CAGR	Cumulative Annual Growth Rate
CGU	Career Guidance Unit
CGEE	Center for Gender Equity and Equality
CGR	Cumulative Growth Rate
CMIS	Centralized Management Information System
CPD	Continuous Professional Development
DEI	Diversity, Equity and Inclusion
EDP	External Degree Program
FMIS	Financial Management Information System
G.C.E.(A/L)	General Certificate of Education (Advanced Level)
HEIs	Higher Educational Institutions
IQAU	Internal Quality Assurance Unit
IT	Information Technology
KPIs	Key Performance Indicators
MIS	Management Information System
MOHE	Ministry of Higher Education
MOU	Memorandum of Understanding
NIPOSL	National Intellectual Property Office of Sri Lanka
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
PF	Pension Fund
PhD	Doctor of Philosophy
QAC	Quality Assurance Council
SGBV	Sexual and Gender Based Violence
SLQF	Sri Lanka Qualifications Framework
SOE	State Owned Enterprises
SOP	Standard Operating Procedure
SRFs	Standard Reporting Formats
SWOT	Strengths, Weaknesses, Opportunities and Threats
UBL	University Business Linkage
UG	Undergraduate
UGC	University Grants Commission
UPF	Universities Provident Fund
UTEL	University Test of English Language
WIPO	World Intellectual Property Office
YOY	Year on Year

HIGHER EDUCATIONAL INSTITUTIONS/INSTITUTES COMING UNDER THE PURVIEW OF THE UGC

UNIVERSITIES



University of
Colombo



University of
Peradeniya



University of
Sri Jayawardenepura



University of
Kelaniya



University of
Moratuwa



University
of Jaffna



University of
Ruhuna



Eastern University,
Sri Lanka



South Eastern
University
of Sri Lanka



Rajarata University
of Sri Lanka



Sabaragamuwa
University of Sri Lanka



Wayamba University
of Sri Lanka



Uva Wellassa
University of Sri Lanka



The Open University
of Sri Lanka



University of the
Visual and
Performing Arts



Gampaha Wickramarachchi
University of Indigenous
Medicine



University of
Vavuniya

HIGHER EDUCATIONAL INSTITUTIONS/INSTITUTES COMING UNDER THE PURVIEW OF THE UGC

CAMPUSES AND INSTITUTES

1. Sri Palee Campus, University of Colombo
2. Trincomalee Campus, Eastern University, Sri Lanka
3. Postgraduate Institute of Agriculture, University of Peradeniya
4. Postgraduate Institute of Archaeology, University of Kelaniya
5. Postgraduate Institute of Management, University of Sri Jayewardenepura
6. Postgraduate Institute of Medicine, University of Colombo
7. Postgraduate Institute of Pali & Buddhist Studies, University of Kelaniya
8. Postgraduate Institute of Science, University of Peradeniya
9. Postgraduate Institute of English, The Open University of Sri Lanka
10. Postgraduate Institute of Humanities & Social Sciences, University of Peradeniya
11. Postgraduate Institute of Indigenous Medicine, University of Colombo
12. Institute of Human Resource Advancement, University of Colombo
13. University of Colombo School of Computing
14. National Institute of Library & Information Sciences, University of Colombo
15. Institute of Technology, University of Moratuwa
16. Institute of Biochemistry, Molecular Biology & Biotechnology, University of Colombo
17. National Centre for Advanced Studies in Humanities & Social Sciences
18. Swamy Vipulananda Institute of Aesthetic Studies, Eastern University, Sri Lanka
19. The University of Colombo, Institute for Agro-Technology & Rural Sciences
20. Postgraduate Institute of Medical Sciences, University of Peradeniya
21. Institute of Allergology and Immunology, University of Sri Jayewardenepura

GUIDANCE TO THE USERS OF THE STRATEGIC PLAN....

It is not so rare to find individuals who misinterpret the role and importance of strategic planning in any organization. Many, even in management positions are not fully aware of the key components of a strategic plan and also on how to execute and sustain such a Plan through continuous reviewing. Regardless of position, relationship or job authority, those who misunderstand and have no clear idea about the strategic plan can be a serious detriment to the successful implementation of the strategic plan. In a strategic plan, the risk is high, but the rewards are higher and hence the need is to make sure that the key players of the implementation process have clarity about the plan and roles expected from each of them. Therefore, this attempt is to make the users familiar on the principles used in the strategic planning process and take them through the key components of the strategic plan in order to provide clarity and guidance to ensure the long-term success of its implementation.

In the development of the UGC strategic plan, the vision and mission statements were considered as the foundation, as all things incorporated in the strategic plan were aligned to them. The vision statement is the expression of UGC's aspiration while the mission portrays briefly, but in a comprehensive way, why UGC exists and what its operations are intended to achieve.

The second section consists of core values which is considered as supportive components of the strategy; which establish the context and provide guidance in the planning and implementation process. The core values describe the UGC culture and the manner in which the institution will work to achieve its goals and objectives.

The third component of the strategic plan is the strategy section which includes goals, objectives and key performance indicators. There is much confusion about the terms goals and objectives as many use them almost interchangeably. Therefore, the general understanding is, as long as everyone involved in the planning process agrees to a definitional hierarchy, any combination of these words can be used. Here the goals are strategic targets or the long term conditions of well being the UGC is striving to achieve. The objectives represent the detailed, medium to long term intentions, activities or programmes planned in order to achieve the strategic goals. The KPIs linked to the objectives provide the mechanism to evaluate progress and success of UGC towards its vision through specified goals.

These three components which cover the vision, mission, values, goals and objectives of the UGC along with the KPIs form the core section of the strategic plan 2025-2029 and was approved by the Commission to publish and to use as a public document among various stakeholders of the University System. Although not included here for reasons explained below, the implementation plan plays an important role in the strategy implementation process of the UGC.

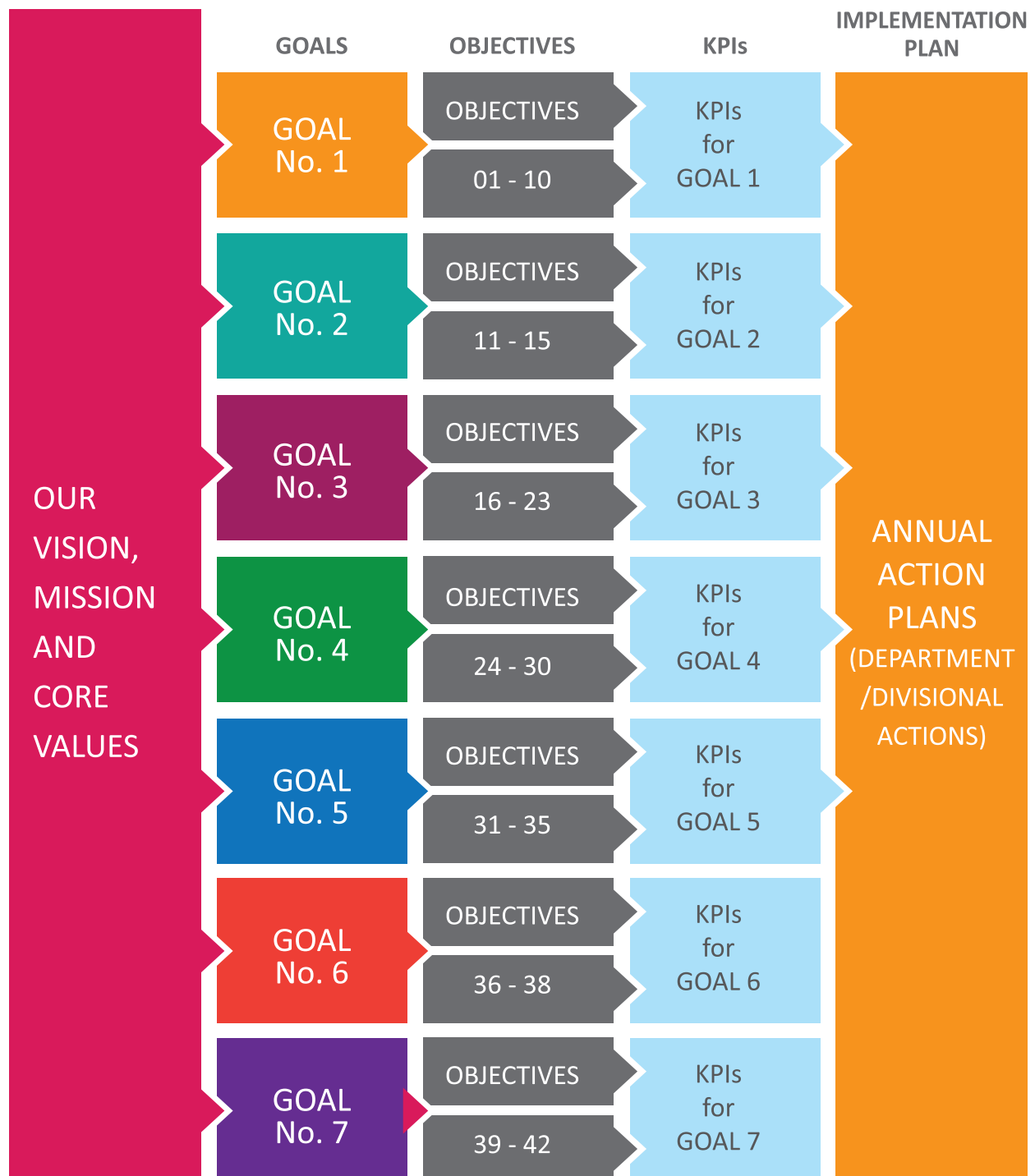
The Implementation Plan

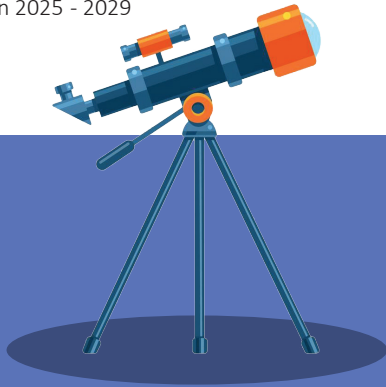
The function of the implementation plan is to convert the goals, objectives and KPIs of the published strategic plan into workable action plans for individual departments and divisions of the UGC. While the strategic goals and objectives remain a source of guidance with long term attention, the implementation plan deals in getting the job done, taking into account the available resources.

This part of the strategy document which contains action plans is not for public usage, but will remain a vital internal document of the UGC. The key reason for this is that action plans are short term plans (mostly for less than one year) that are developed every year and usually subject to frequent revisions, amendments or changes to respond to and align with the dynamic nature of the environment.

The implementation plan should be documented with directives and clear departmental/ divisional actions. In order to ensure the success of this process of turning strategic thoughts into operational actions, it is necessary to assign a completion date and appoint a responsible person for each specific activity. Although many within a department/division may involve in activities, it is a wise step to assign an individual with authority to oversee the completion of each such activity.

Strategic Plan at a glance





OUR VISION

Be a globally recognized leader to promote and regulate equitable and quality higher education that drives innovation and the Knowledge Economy of Sri Lanka.

OUR MISSION

Regulate and accelerate the development of universities by laying down policy, providing resources, promoting innovation and industry linkage to make a socially responsible and sustainable contribution to the country.



OUR VALUES

The core values at UGC explain what we stand for and the way in which we intend to conduct our activities. Further, they represent the hallmark of our culture as the apex body of the State University System in Sri Lanka and provide the abiding principles that will guide us towards achieving of our vision, goals and accompanying objectives.

The four core values identified at the UGC are;

- **Integrity:**
We will demand the highest standards from ourselves in terms of honesty, integrity, and accountability to earn the trust of others.
- **Commitment:**
We will be committed to strive for excellence in knowledge generation by encouraging creativity, novel thinking and work independence.
- **Respect:**
We will demonstrate the value of diversity through a collaborative environment that mutually support and respect each other.
- **Loyalty:**
We will make a strong resolve to be loyal and contribute selflessly to our institution.

Strategic Plan
2025 - 2029

UGC

UNIVERSITY GRANTS
COMMISSION SRI LANKA





Goal 1

Strengthen equitable access to state sector higher education

Goal 2

Facilitate state HEIs by efficient apportionment of funds to develop students' competencies and ethical conduct required for the 21st century citizenship

Goal 3

Promote academic excellence of state HEIs through programs, research and innovations that enable students to become life-long learners in a global environment

Goal 4

Ensure improved state HEIs equipped with efficient and quality human resources, excellent facilities and sustainable/green concepts

Goal 5

Ensure Good governance and Quality Assurance to promote the HEIs

Goal 6

Promote internationalization and improve Industry Linked Research towards Economic Development

Goal 7

Promote Diversity, Equity and Inclusion



GOAL 1

STRENGTHEN EQUITABLE ACCESS TO STATE SECTOR HIGHER EDUCATION

No	Objective	Actions	KPI	2025	2026	2027	2028	2029
1	Increase state university enrollment capacity to achieve a Cumulative Annual Growth Rate (CAGR) of 15% for undergraduate admissions and 10% for postgraduate admissions from 2025 to 2029, while maintaining quality standards and higher graduate employability	Implement a standardized, efficient approval process for new undergraduate degree programs that align with national development priorities and global industry trends, reducing approval time	Number of new Undergraduate Degrees approved annually aligned with country's and global trends	5	5	10	15	20
		Encourage Universities to expand postgraduate degree programs in priority fields which facilitate global trends	Number of new Postgraduate Degree proposals approved	10	10	15	20	25
2	Streamline the university admissions process to reduce the timeframe between A/L results release and final student selection to a maximum of three months by 2027, ensuring transparent and efficient enrollment procedures	Timely preparation of the University Admissions Handbook	Time taken to prepare the Admissions Handbook before the releasing of the A/L results- in months	3	2.5	2.5	2	1.5
		Develop and implement a standardized time-bound SOPs for university admissions	Percentage of admissions process stages completed within prescribed timelines	80%	85%	90%	95%	100%

No	Objective	Actions	KPI	2025	2026	2027	2028	2029
		Develop and deploy an integrated online platform to fully digitize the university admissions process by June 2029	Percentage of completed applications processed end to end without manual intervention	60%	70%	80%	90%	100%
3	Increase enrollment in strategically important but low-demand undergraduate programs critical to national economic development	Conduct comprehensive review and rationalization of existing degree programs and update curricula based on market demand analysis and graduate employability data by December 2029	Percentage of reviewed degree programs with updated curricula implemented	20%	40%	60%	80%	100%
		Upgrade physical and digital infrastructure facilities at state universities to enhance student and staff capacity and improve learning environments by December 2029	Percentage of universities with completed facility upgrades that demonstrate measurable improvement in student enrollment demand	10%	30%	50%	70%	100%
4	Eliminate unfilled vacancies in state university undergraduate programs and optimized selection procedures to achieve 100% student enrollment across normal, special, and foreign intake quotas by December 2027	Complete student registration for courses selected under normal intake within 3 weeks of releasing minimum Z-score marks by 2027	Time taken to finalize the registration of students after releasing the Z scores- in weeks	8	4	3	3	3
		Complete student selection and registration for vacant positions through multiple rounds (minimum 5 rounds) within four weeks of the last normal registration date, with additional rounds conducted as needed until all vacancies are filled by 2029	Months taken to finalize and register the students under filling of vacancies	3	2.5	2	1.5	1

No	Objective	Actions	KPI	2025	2026	2027	2028	2029
		Send the final lists of registered students to respective universities after 3 months of releasing the cut off marks	Months taken to release the final list of students- in months	6	5	4	3	2
		Promote Sri Lankan universities and academic programmes internationally to attract students in foreign countries to study in Sri Lanka	Percentage of students enrolled with foreign qualifications for undergraduate degree programs in Sri Lankan Universities- within maximum 5% quota	1%	2%	3%	4%	5%
		Conduct targeted promotional campaigns to foreign students through partnerships with the Ministry of Foreign Affairs and foreign embassies in Sri Lanka to increase awareness of university intake opportunities in State Universities	Number of promotional activities conducted annually through Ministry of Foreign Affairs and embassy partnerships	5	10	15	20	25
		Develop and deploy a dedicated online application system for foreign student intake processing by June 2027	Percentage of online platform development milestones completed for foreign application process	20%	60%	100%	100%	100%
5	To promote specific industry targeted and quality regulated external degree programs that accommodate eligible students who do not qualify for state university admissions	Implement curriculum review and upgrade processes for external degree programs, including standardized assessment protocols and employer feedback integration mechanisms	Percentage of external degree graduates employed within one year of program completion	20%	40%	50%	60%	70%

No	Objective	Actions	KPI	2025	2026	2027	2028	2029
		Develop and issue standardized circular instructions for conducting examinations, assessments, and related academic activities to ensure consistent implementation across all external degree programs	Percentage of external degree graduates who complete their programs within the minimum stipulated time period	20%	40%	60%	80%	100%
		Introduce quality assured stringent External Degree Programmes (EDPs)	Number of new programs introduced	5	7	10	12	15
6	Expand higher education access for students not admitted to state universities through External and UGC-approved undergraduate programs delivered via UGC-recognized institutions	Conduct awareness sessions and training programs for university officials on External Degree Programs (EDPs) implementation, quality standards, and best practices following the Provision 29 (e) of the Universities Act	Number of External Degree Programs introduced by trained university officials	0	2	3	4	5
7	Improve university education access for students with special needs through appropriate support mechanisms and inclusive programs	Develop and implement inclusive admissions policies and support frameworks to facilitate university access for differently abled students	Percentage increase of differently abled students who enrolled in universities	5%	10%	15%	20%	25%
		Upgrade university infrastructure to include accessibility features and support facilities for students with different abilities	Percentage of universities with improved facilities for accommodating differently abled students	20%	40%	60%	80%	100%

No	Objective	Actions	KPI	2025	2026	2027	2028	2029
8	Implement a comprehensive credit transfer system across all undergraduate programs to enhance student mobility between universities and establish fall back options for students facing academic or personal challenges	Introduce an acceptable credit transfer system within the universities and foreign universities as per global practices	The percentage of degree programs that allow credit transfer to enter at mid-course	5%	5%	10%	15%	20%
		Promote the incorporation of fallback options and lateral entry pathways in all new undergraduate degree programs through guidelines, incentives, and capacity building support for universities	Percentage of new undergraduate programs that include fallback options and lateral entry pathways	10%	30%	50%	75%	100%
9	Promote the development and launch of new postgraduate programs and research initiatives by universities that address emerging industry demands and societal needs	Provide guidelines and support to universities for conducting comprehensive industry needs analysis to inform postgraduate program development	Number of new postgraduate programs developed based on industry needs analysis	5	10	15	20	25
10	Promote expanded enrollment at the Open University of Sri Lanka (OUSL) through enhanced open and distance learning programs to increase higher education accessibility	Collaborate with OUSL to develop and implement targeted outreach and awareness campaigns promoting degree programs among students who do not qualify under the Z-score system	Percentage increase in OUSL student enrollment from non-Z-score eligible candidates	5%	5%	10%	15%	20%



GOAL 2

FACILITATE STATE HEIS BY EFFICIENT APPORTIONMENT OF FUNDS TO DEVELOP STUDENTS' COMPETENCIES AND ETHICAL CONDUCT REQUIRED FOR THE 21ST CENTURY CITIZENSHIP

No	Objective	Actions	KPI	2025	2026	2027	2028	2029
1	Enhance recreational, sports, cultural, and aesthetic facilities at all state universities through strategic funding allocation to improve campus life and student experience	Establish dedicated annual budget allocation for university sports programs and inter-university games	Percentage increase in annual fund allocation for university sports programs and games	5%	5%	5%	5%	5%
2	Improve infrastructure facilities and support services essential for quality academic and learning environments across all universities and Higher Educational Institutions	To introduce guidelines for universities to allocate sufficient funds to improve infrastructure, welfare, accommodation facilities required for a learning environment	Percentage of universities complying with the new infrastructure funding guidelines	10%	20%	40%	60%	100%
3	To facilitate the efficient disbursement of funds to Universities and regular monitoring of fund management in the Universities	To allocate funds to universities based on the university's performance, underutilization of funds, employability, research output, sports achievements etc.	Percentage of universities utilizing allocated funds at 90% or above	10%	20%	40%	60%	100%

No	Objective	Actions	KPI	2025	2026	2027	2028	2029
4	Strengthen English language proficiency and IT literacy capabilities across universities through targeted funding support	Ensure adequate funding allocation for English Departments to develop and offer appropriate English language courses for all undergraduate programs	Percentage increase in new English language courses introduced by universities	5%	5%	5%	5%	5%
		Ensure IT Departments offer appropriate courses for the undergraduate programs through sufficient allocation of funds	Percentage increase of new IT courses introduced by universities	5%	5%	5%	5%	5%
5	Promote ethical behavior and social responsibility within university communities through adequate funding support for ethics education	Disburse sufficient funds to universities to develop and introduce courses that promote ethics and social harmony across all academic programs	Number of new courses related to ethics and social harmony introduced by universities	1	2	3	4	5



GOAL 3

PROMOTE ACADEMIC EXCELLENCE OF STATE HEIS THROUGH PROGRAMS, RESEARCH AND INNOVATIONS THAT ENABLE STUDENTS TO BECOME LIFE-LONG LEARNERS IN A GLOBAL ENVIRONMENT

No	Objective	Actions	KPI	2025	2026	2027	2028	2029
1	Achieve excellence in teacher training, learning, research, and outreach activities that meet international benchmarks and standards	Promote universities conducting research, outreach activities, insights aligned with the program benchmarks	Percentage of research and outreach activities aligned with global benchmarks	5%	10%	20%	30%	40%
		Upgrade teacher training programs conducted by staff development centres in universities to align with international best practices and standards	Number of upgraded teacher training workshops conducted by staff development centers	2	5	10	15	20
2	Promote development of new degree programs in universities based on comprehensive market research that identifies strategic trends locally and globally	Establish strategic partnerships with private sector organizations across specific industry sectors to develop new academic programs that meet market demands	Percentage of new degree programs developed based on private sector collaboration and needs assessment	5%	10%	20%	30%	40%
		Establish criteria requiring all new degree program proposals to include market size analysis, competitor assessment, beneficiary company identification, and required skill sets/competencies	Percentage of new degree program modules revised based on market research findings and industry requirements	20%	20%	20%	20%	20%

No	Objective	Actions	KPI	2025	2026	2027	2028	2029
3	Establish online teaching as a recognized alternative to on-campus teaching with standardized quality assurance	Develop and implement comprehensive regulations governing online teaching methodologies and examination procedures for all universities	Percentage of students enrolled in online education programs	20%	25%	30%	35%	40%
		Ensure global standards for online delivery are followed	Number of faculties adhering to global standards for online delivery	10	20	30	40	50
4	To implement structured plans through career guidance units (CGUs) of universities for personal and necessary skill development of the undergraduates	Promote and support universities in conducting competency mapping exercises to identify skill gaps and career pathways for all undergraduate programs	Percentage of undergraduate programs with completed competency mapping exercises	0%	10%	20%	30%	40%
		Promote universities to organize workshops with private sector professionals for competency development	Number of workshops/ programmes staged	20	40	80	120	160
5	Promote self-learning among undergraduates through the effective utilization of digital learning resources	Conduct awareness sessions on global exposure, international best practices in learning, and their application in Sri Lankan university contexts	Number of awareness sessions on global learning practices conducted by universities	17	34	51	51	51
		Establish an E library system	Percentage of students accessing the E library system	0%	5%	10%	20%	40%

No	Objective	Actions	KPI	2025	2026	2027	2028	2029
6	To strengthen University Business Linkage Cells empowering Academia and students to promote research and innovation in the areas of global and national interest	Revise and/or introduce guidelines to support UBL activities	The number of project deliveries satisfied jointly with private sector	5	10	15	20	25
			The number of inquiries/ invitations received from the private sector	20	40	60	80	100
			Percentage of companies came back for university input (repeat purchase)	10%	10%	20%	20%	20%
			Percentage of internships received through the collaborations	10%	10%	20%	20%	20%
7	Promote lifelong learning through university led fee based continuous professional development (CPD) programs	Develop CPD programs to identify skills required for different professionals who can share these in consultation with the relevant professionals	Number of programs conducted	5	10	15	20	25
			The number of participants who are involved in CPD activity	100	200	300	400	500
8	Strengthen postgraduate education and research capabilities to meet contemporary local and global demands	Promote developing new postgraduate programs that address current industry needs and emerging trends at local and global levels	Number of new postgraduate programs introduced based on local and global needs assessment	2	5	5	5	5
		Ensure sufficient physical/financial resources are available for the program to work	Percentage of annual budget allocated to postgraduate education and research	5%	5%	5%	5%	5%



GOAL 4

ENSURE IMPROVED STATE HEIS EQUIPPED WITH EFFICIENT AND QUALITY HUMAN RESOURCES, EXCELLENT FACILITIES AND SUSTAINABLE/GREEN CONCEPTS

No	Objective	Actions	KPI	2025	2026	2027	2028	2029
1	Ensure retention of talented and diverse workforce across all levels of the university system through comprehensive human resource strategies	Develop and implement a non-financial performance-based rewards and recognition system for university staff	Percentage of non-financial performance-based rewards system implementation completed	20%	60%	100%		
		Establish funding mechanisms and partnerships to support continuous learning and upskilling of University staff	Increased percentage of new partnerships with agreed establishments - national & international institutions	10%	10%	10%	10%	10%
2	Identify and nurture potential talent among existing university staff through comprehensive training and development programs	Conduct a skill audit to evaluate current competencies and identify gaps across academic and administrative staff	Percentage of completion of the skills audit across all universities by 2027	20%	50%	100%		
		Design and implement Training & Development programmes	The number of training programmes conducted and staff participation across all 17 Universities	0	3	5	7	10

No	Objective	Actions	KPI	2025	2026	2027	2028	2029
3	Improve performance and capabilities of all staff within the university system through enhanced evaluation and development processes	Improve the existing performance evaluation process across academic and administrative support staff	Number of universities that have fully adopted the improved performance evaluation process	0	3	10	14	17
4	To modernize university facilities including lecture halls and laboratories to meet quality standards, and ensure accessibility to special needs	Assessment of current state of the university learning facilities and other resources, and identify the gaps Ensure all renovated and new university facilities incorporate inclusive design features and accessibility standards for students with special needs	Percentage of completion of the facility audit across universities Percentage of universities adhering to inclusive design and accessibility guidelines for renovated and new facilities	20%	50%	100%		90%
5	Promote the development and operation of environmentally sustainable and cleaner higher educational institutions (HEIs), fostering university communities that adopt and practice sustainable solutions	Record and establish the tree cover in each university Promote and support universities in adopting renewable solar energy systems to reduce electricity consumption and environmental impact	Planting and nurturing of 5,000 new trees within university/HEI premises Number of universities using renewable solar energy for at least 25% of their electricity consumption Number of universities within the state system achieving >50% reduction in their paper usage	500	1000	1500	1000	1000
		Implement a standardize and sustainable waste management framework across all Universities	Number of universities using an effective waste management system within their premises	0	2	5	7	9

No	Objective	Actions	KPI	2025	2026	2027	2028	2029
6	Enhance coordination and collaboration among all departments of the UGC to improve institutional efficiency and service delivery	Identify and secure a suitable location to house all UGC departments under one facility	Progress percentage of identifying and securing location for UGC unified facility	0	25%	50%	75%	100%
		Digital connectivity of all departments of the UGC	Introduce MIS at least initially within the UGC	20%	30%	50%		
		Develop and implement continuous training programs including outbound training activities to improve inter-departmental connectivity and teamwork	Percentage of planned training programs successfully implemented with allocated resources	20%	40%	60%	80%	100%
		Upgrade the existing UGC website to enhance interactive features and improve external communication and stakeholder engagement	Percentage of website upgrade project completion	10%	30%	50%	75%	100%
7	Ensure the availability and effective use of digital infrastructure and resources in higher educational institutions to support teaching, learning, and research.	Develop and implement a comprehensive digitalization policy framework that standardizes digital integration processes across teaching, learning, and research functions	Percentage of digitalization policy framework components successfully implemented across target institutions	5%	15%	30%	60%	100%



GOAL 5

ENSURE GOOD GOVERNANCE AND QUALITY ASSURANCE TO PROMOTE THE HEIS

No	Objective	Actions	KPI	2025	2026	2027	2028	2029
1	Align the Universities Act No. 16 of 1978, the Establishments Code (E-Code), and institutional ordinances with contemporary trends, global best practices, and emerging needs in higher education	Amend the procedure of appointing the Heads of departments, Deans of faculties at Universities and Directors of Institutes Review and revise the Universities Act and Ordinances	Percentage completion	80%	100%			
2	Enhance transparency and strengthen governance and management practices across the higher education system to ensure accountability, integrity, and institutional effectiveness	Select independent individuals as external governing council members of universities by the UGC Ensure that members of the governing councils of universities are from diverse professions and have gender representation Select council members from a pool of commonly recommended names from recognized professional bodies Select a person from a university who had retired at least 5 years prior to the governing body of that university	Percentage completion Percentage of required independent external governing council positions filled across all universities in the system	5%	20%	40%	70%	100%

No	Objective	Actions	KPI	2025	2026	2027	2028	2029
3	To establish a simplified, efficient, and least cost quality assurance system for HEIs on par with international benchmarks	Establish a standardized electoral process for student representatives to serve as observers in university governing bodies, specifically for deliberations on student welfare and student affairs matters	Percentage of universities that have fully implemented the standardized guidelines for appointing elected student representatives as observers to governing councils	20%	80%			
		Limit the tenure of a council member to a maximum of 2 consecutive terms by amending the Act appropriately	100% newly appointed council members' adherence to the 2 term limit	50%	100%			
		Direct universities to establish Senate-level Quality Review Committees to conduct comprehensive systematic reviews of all internal and external quality assurance activities, procedures, and regulations, with mandatory reporting to the Quality Assurance Council (QAC)	Percentage of universities that have completed the systematic quality assurance review process and submitted comprehensive reports to QAC	20%	40%	60%	80%	100%
		Establish a specialized expert committee under the Standing Committee on Quality Assurance to systematically analyze all university review reports and develop a comprehensive revised quality assurance framework	Percentage completion of the committee's mandate to analyze reports and develop the revised quality assurance system	40%	100%			

No	Objective	Actions	KPI	2025	2026	2027	2028	2029
		Simplify the program review arrangements for the QAC to complete all PRs within one year	Percentage of progress	20%	100%			
		Develop and disseminate comprehensive standardized guidelines for internal quality assurance activities across all HEIs through an official circular, ensuring consistency and coherence in institutional QA practices	Percentage of completion in developing, issuing, and implementing standardized internal quality assurance guidelines across the HEI system	20%	100%			
		Develop and implement a comprehensive digital platform to streamline and automate all quality assurance activities, including assessment, monitoring, reporting, and compliance tracking across the HEI system	Percentage completion of the digital quality assurance platform development and deployment across all HEIs	20%	40%	60%	80%	100%
		Conduct training programs on new QA system	Number of sessions held	2	4	6	8	10
		Complete the development of Subject Benchmark Statements	Percentage completion	20%	40%	60%	80%	100%

No	Objective	Actions	KPI	2025	2026	2027	2028	2029
4	To strengthen the safety and security of the highly confidential data processed by the UGC	Systematically replace all existing manual data processing procedures with secure digital systems, implementing robust cybersecurity protocols and data protection measures	Percentage of manual data processing procedures successfully converted to secure digital systems	20%	40%	60%	80%	100%
		To develop internal policy to secure confidential data for UGC	Progress of implementation	20%	40%	60%	80%	100%
5	To establish a centralized management information system (MIS) across all universities to support good governance and effective and efficient management	To carry out a pilot survey in order to identify areas which can be interconnected with the UGC and universities	Progress of surveys	40%	60%	80%	100%	
		To develop an MIS with the UGC and 2 other main universities in identified areas	Progress of MIS implementation	20%	40%	60%	80%	100%
		To develop a CMIS with UGC and all universities after successful implementation of above	Progress of CMIS in Operation	20%	40%	60%	80%	100%



GOAL 6

PROMOTE INTERNATIONALIZATION AND IMPROVE INDUSTRY LINKED RESEARCH TOWARDS ECONOMIC DEVELOPMENT

No	Objective	Actions	KPI	2025	2026	2027	2028	2029
1	Promote strategic partnerships between universities and industry to enhance research collaboration, innovation, and employability of graduates.	Ensure every university to be formally linked to 4-5 industries where the dissertations are carried out based on the designated industry issues Ensure the best dissertations to be published as journal articles and each university to be evaluated based on this KPI Promoting selected innovative dissertations to be developed as prototypes for patent development under the advice of the UBL Encourage every university to develop a model to trade up from business cells to setting up of companies and thereafter a quasi-free trade zone Encourage Universities to formally link universities to solve issues of SOEs and State Institutions for financial viability and impact	Average number of industry student meetings per university - quarterly Percentage of dissertations Published and circulated annually Percentage of selected and patented innovations Document and enact the necessary stipulations - percentage completion Number of MOUs signed	3	3	5	5	8
				5%	7%	8%	9%	10%
				0%	1%	1%	2%	2%
				0%	40%	80%	100%	
				0	1	2	3	4

No	Objective	Actions	KPI	2025	2026	2027	2028	2029
2	Promote research, innovations, inventions and IP creations in the university system	UGC to facilitate all universities to be linked to the National Intellectual Property Office of Sri Lanka (NIPOSL) to develop prototypes and patents	Number of MOUs signed	0	1	2	3	4
		UGC to facilitate a Sri Lankan Intellectual Property Summit linked to World Intellectual Property Office (WIPO) to Promote full time post graduate degrees to support R&D and Innovation policy of the government to create innovation led development	Staging of the summit	0%	0%	100%		
3	Promote policy and regulatory innovations for national development	UGC to promote linkages to New Product Development centers	Number of linkages established	0	1	2	3	4



GOAL 7

PROMOTE DIVERSITY, EQUITY AND INCLUSION

No	Objective	Actions	KPI	2025	2026	2027	2028	2029
1	Promote gender mainstreaming and implement gender parity initiatives while enhancing awareness of Gender Equality and Equity (GEE) and Diversity, Equity, and Inclusion (DEI) within the UGC and university governance structures.	Create awareness amongst new entrants to the universities regarding legal provisions on Ragging Act & Witness Protection and the complaint procedure on Ragging and SGBV incidents	Number of sessions conducted for raising awareness	1	2	3	4	5
2	To facilitate a culture and environment within universities that allow both University students and staff to pursue their work without oppression and discrimination	Introduce and enforce a university wide zero tolerance policy on ragging and other forms of violence	Percentage reduction of reported incidents in the portal of CGEE, UGC	10%	20%	30%	40%	50%
		To strictly follow up on the incidents reported to the CGEE/UGC on closing/resolving	Percentage of progress on actions taken by Vice Chancellors and reported to the UGC	10%	20%	30%	40%	50%
		Issue strict guidelines on handling of complaints on all forms of violence	Percentage of progress of adhering to complaint guidelines	20%	50%	100%		

No	Objective	Actions	KPI	2025	2026	2027	2028	2029
3	Promote research and innovation on diversity and inclusion	To conduct a study on Cyber Gender Based Violence	The results to be published to all stakeholders	100%				
		To conduct a research study on Sexual & Reproductive Health Rights	The results to be published to all stakeholders	100%				
		Compulsory module at orientation on "Learning to live with diversity" at each faculty	Percentage of faculties adopted the Compulsory module on "Learning to live with diversity" at orientation	20%	40%	60%	80%	100%
4	Enhancing the effectiveness and efficiency of the ragging and SGBV complaints mechanism	Enable the gender focal points at universities to handle the complaints effectively by allocating physical and human resources	Percentage reduction of number of complaints received by CGEE/UGC	10%	20%	30%	40%	50%

FUTURE DIRECTION

This document provides the next 5 year strategic plan of the UGC. It represents a strategic road map which characterizes the deliberate efforts of the UGC management to provide knowledge leadership towards a better Sri Lanka. We believe that our motive and aspirations as spread out will give enough inspiration to state HEIs as well as to all our other stakeholders to pledge their support to reinforce our cause. The success of our journey will be governed by the dedication and commitment we demonstrate as one team in the strategy execution process, for which we hold ourselves responsible and accountable.

This strategic plan will be periodically reviewed and adjusted or changed as required, in order to establish and maintain its relevance under dynamic conditions. We are confident and convinced that the internal discussions, critical self reviews and detailed analysis we carried out in the strategy formulation process will help us to stay strong and influence over our future. As a team we will concentrate and focus on our strategic priorities and continuously challenge and energize ourselves to prove that we have the true capabilities at the UGC to guide and lead the Higher Education System in Sri Lanka to provide knowledge leadership for a better world.



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